



CMO Analytics

With growth at the forefront of virtually every business agenda, Chief Marketing Officers today find themselves under enormous pressure to do more with less. They face an endless quest for market share against a backdrop of new competitors, technology disruption, and empowered consumers. All in an environment where reputations can be threatened by the click of a mouse halfway around the world.

In this environment, the convergence of transactional data with third-party sources, social, mobile, and unstructured information offers many CMOs a seductive path to value and opportunity. For others, it's a headache waiting to happen.

What's at stake

CMOs who try to apply advanced analytics to the full range of marketing decisions run the risk of falling short. With resources spread thinly across too many complex issues, they end up with more data than they know what to do with—and not nearly enough insight. The limited supply of analytics talent makes the situation even more challenging.

Effective CMOs keep their ultimate marketing goals front and center as they cherry-pick the crunchy questions—highly detailed business inquiries that pave the way for action—that will help solve their most pressing business issues. By focusing on decisions that are tightly linked to specific growth and performance objectives, they also engage other C-suite executives in a shared agenda.

Analytics connections with other roles



CHRO | Share analytics around branding efforts to create a multiplier effect, especially in social media.



CFO | Connect ERP and third-party data (social, mobile, syndicated) to create predictive models for different levels of marketing investments.



CIO | Form an alliance to build the business case for analytics technology investments.





Crunchy questions for CMOs

CMOs have a vast array of data they can use to acquire new customers, cement loyalty, and build brands. These new information sources can provide tantalizing clues enabling marketing to move up the enterprise value chain, but that's true only if the organization has the capabilities required to make sense of it all.

Therein lies the rub: the possibilities for data mining and advanced analytics are virtually endless, while the resources needed to turn information into actionable insights are limited. Very effective marketers avoid spreading themselves too thin by focusing on high-impact questions that can drive better decisions.

Customer understanding

- Who is our customer? (Are you sure?)
- Which customer microsegments have the greatest long-term growth potential?
- Which customers do we need to “fire”? And how will you make the case to the CFO?
- Where do our customers engage in social media? What do they say about our products and services?
- Which of our customers are high-impact influencers? What's the most effective way to engage them?
- Why do our customers leave? Why do they stay?

Campaign effectiveness

- Are our messages reaching the right customers with the right message at the right time?
- What is the time from awareness to conversion?
- Are our communications targeted and relevant? Are they getting lost in the mix?

- How much of our current campaign budget can be cut for 12 months without eroding market share? Which campaign elements are outperforming the others?
- How effective is our social marketing campaign? Can we translate social activities into sales dollars?

Customer retention

- How will a bad experience reverberate in a disgruntled customer's social networks?
- Which are the next 1,000 customers we're likely to lose—and why?
- What factors most influence customer loyalty among customers you actually want to keep?
- What are our customers saying about the quality of our service or product?
- Do our customers have a seamless experience across channels?

Brand

- Is our brand relevant to the customers we serve? Is it relevant to the customers we want to attract?
- Are our investments in brand driving increased loyalty?
- Is our brand relevant in a social and digital environment?
- Do we keep the brand promise? Does it matter to our target customers?
- Are customer-facing employees brand ambassadors—or are they brand destroyers?

Marketing ROI

- What is the ROI on marketing investments? Which add value, and which do not?
- Do we have numbers to back up our budget requests?
- Can we build the business case for investments in an improved customer experience?

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

As used in this document, “Deloitte” means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.